

WISCONSIN'S PROGRAM ENHANCEMENT PLAN MATRIX

Outcome/Systemic Factor:	Safety Outcome 1	
Performance Item: 1	Timeliness of initiating investigation.	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: Goal = 1% improvement for Item 1.	Year 2: Goal = 2% improvement for Item 1.
Measurement Method:	Item 1- A new WiSACWIS report will be designed to track investigation completion timelines. The report will be used to establish the baseline performance level based on Q1 and Q2 results and for the quarterly progress reports. The case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
A. Improve the safety of children and the efficiency of and consistency among child welfare programs system-wide by more clearly defining the scope of child protective services (CPS) cases and the protective services access and assessment standards that guide workers.	<u>Scope of CPS Intervention</u>		
	A.1.a Develop policy on access to CPS services: 1) Establish workgroup consisting of BPP, BMCW, Counties, Tribes & Training Partnerships to refine the policy. 2) Define screening criteria for CPS access. 3) Define agency response to non-CPS issues (i.e. service intakes). 4) Update standards on CPS response time to clarify "diligent efforts," when and how to initiate response.	BPP & Workgroup Partners BPP & Workgroup Partners BPP & Workgroup Partners BPP & Workgroup Partners	Q2 Q2 Q3 Q3
	A.1.b Analyze WiSACWIS system design and make changes to support protective service report vs. service intakes. 1) Identify necessary system changes. 2) Implement new system design.	BPP, WiSACWIS Project Team & OPEP	Q3 Q6
	A.1.c Issue the new access program standard relating to intake of protective service reports and diligent efforts for response time.	BPP	Issued Q4, effective in Q6
	A.1.d Provide implementation training through regional roundtables for all staff with intake responsibilities and supervisors	BPP & Area Administration	Start Q4, continue into Q6
	A.1.e Integrate policies/criteria into pre-service/foundation/ongoing Training Partnership curricula.	BPP & Training Partnerships	Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
A. (Cont.)	<u>Multiple Reports/Allegations</u>		
	A.2.a Develop policy for processing multiple reports of same incident or episode of alleged maltreatment and incorporate into standards.	BPP	Q4
	1) Establish workgroup consisting of BPP, BMCW, Counties, Tribes and Training Partnerships to develop the policy.	BPP & Workgroup Partners	Q4
	A.2.b Review and revise policy on case finding determinations and incorporate into standards. Reissue the DCFS numbered memo on case findings.	BPP	Issue in Q5, Effective in Q7
	A.2.c Analyze WiSACWIS system design and make necessary changes relating to multiple reports/allegations.	BPP, WiSACWIS Project Team & OPEP	Q7
	A.2.d Provide technical assistance and consultation to CPS supervisors in county agencies through regional roundtables upon issuance of standards/policy to assure understanding and assist with implementation at the local level.	BPP & Area Administration	Q6
	A.2.e Integrate the criteria and policies into foundation/ongoing Training Partnership curricula.	BPP & Training Partnerships	Q7
	<u>Measurement</u>		
	A.3. Develop WiSACWIS report to measure Timeliness to Investigation.	OPEP & WiSACWIS Project Team	Q1

Notes – Action Step A:

10/04: DCFS will request technical assistance from the National Resource Center on Child Maltreatment to assist in developing the access standard and policy on multiple referrals.

10/04: The access standard under Step A.1 and the multiple referral policy under Step A.2 will first issued as separate DCFS policy memos and later included in the comprehensive revision of the CPS Investigation Standards.

10/04: For Step A.2, include information related to multiple findings and the naming of a maltreater into the policy.

6/05: A.1- A workgroup consisting of county and tribal representatives, as well as other key stakeholders, was formed in Fall of 2004 to examine issues related to CPS access.

6/05: A.1- The draft Access Standard was sent out to county and tribal directors and CPS supervisors, as well as other key stakeholders, for review and comment in March 2005.

6/05: A.1- The draft Access Standard was placed on the PEP Bulletin Board for statewide review in May 2005.

6/05: Action Step A.1 includes defining the scope of CPS intervention and development of policy standards for CPS access. The current benchmark tasks A.1.a 1) through A.1.a 4) and tasks A.1.b through A.1.e pertain to the Access Standard. The introductory part of Action Step A.1 is revised to specifically address the Access Standard.

9/05: A.1 – eWiSACWIS changes related to Access Standards will not be implemented until March 2006, thus the effective date of the Access Standard will be delayed to Q6. Completion dates for benchmarks A.1.b through A.1.d are modified.

9/05 A.1.a 3) Define agency response to non-CPS issues (i.e. services intakes). The response to non-CPS issues is discussed in the Access Standard under Section II.A where the description of situations that need agency intervention are explained.

9/05 A.1.a. 4) Update standards on CPS response time to clarify “diligent efforts,” when and how to initiate response. The response time to initiate diligent efforts is provided in Sections IV.B., V and VI of the Access Standard. The Access Standard requires that an analysis to identify present danger or other emergency concerns be immediately conducted upon receipt of a report. It also describes the other actions that are required within the first 24 hours.

9/05 A.1.b. Analyze eWiSACWIS system design and make necessary changes to support protective service reports vs. service intakes. The eWiSACWIS system was changed in December of 2004 to support the transfer of information between a protective service report and a services intake report prior to approval of the intake. The proposed Access report will not make it necessary to distinguish between a protective service report and a services intake until the supervisory approval of the screening and urgency decision. The redesign of this feature will not be accomplished until March of 2006.

12/05: A.1.a.3 – Response to non-CPS issues is discussed in 2 places in Access Standard (Section II.A and Section XI)

12/05: A.1.c – The Access Standard and appendices have been issued

12/05: A.1.d – Four regional roundtables have been conducted. Two more are scheduled for January of 2005.

12/05: A.2.b. – The workgroup that has developed the Access Standard has completed the draft of the revised memo on case findings. The first draft was posted on the Bulletin Board for statewide review in October 2005. Further revisions were made in October and this will be re-posted for review in November 2005. Benchmark Effective Date modified.

12/05: A.2.c – Redesign of eWiSACWIS to support implementation of the Access Standard includes the support of the policy assuring that multiple reports of the same incident or episode are documented as “multiple report on same incident”. Benchmark Date modified to Q7.

Outcome/Systemic Factor:	Safety Outcome 2	
Performance Item: 3	Services to family to protect children in home and prevent removal.	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: Goal = 1% improvement for Item 3.	Year 2: Goal = 2% improvement for Item 3.
Measurement Method:	Item 3 - A limited case review will be conducted to collect data that will be used along with CFSR results for Item 3 to establish the baseline performance level. For quarterly progress reports, a new WiSACWIS report will be developed to track the delivery of safety-related services. The case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
B. Increase our ability to help children remain safely at home by updating policy and expanding training and technical assistance on safety assessment and safety planning.	<u>Safety Assessment and Planning</u>		
	B.1.a Develop policy on safety assessment and safety planning to include assessment of parental protective capacities. 1) Establish workgroup including BPP, BMCW, Counties, Tribes, and other stakeholders to develop the policy. 2) Make policy recommendations,	BPP & Workgroup Partners	Q3
		BPP & Workgroup Partners	Q4
	B.1.b Issue the safety standards to provide comprehensive instructions for documenting safety assessments and safety plans.	BPP	Issue in Q5, Effective in Q7
	B.1.c Refine safety assessment tools, if necessary, within WiSACWIS.	BPP & WiSACWIS Project Team	Q5
	B.1.d Provide ongoing technical assistance and consultation to county child welfare supervisors to assure understanding and assist with implementation at the local level.	BPP & Area Administration	Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
B. (cont.)	B.1.e Expand safety training curricula for child welfare staff and supervisors to reflect changes in standards and support skills necessary to develop, implement, and monitor effective safety plans. Develop new ongoing and/or core course.	BPP, Training Partnerships, & other stakeholders	Q8
	<u>Measurement</u> B.2 Develop data sources for measurement: 1) Develop WiSACWIS report. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP & QA Contractor	Q1 Q3

Notes – Action Step B:

10/04: DCFS will request technical assistance from the National Resource Center on Child Maltreatment to assist in policy development related to safety assessment and safety planning.

10/04: DCFS will first issue the comprehensive instructions for documenting safety assessments and safety plans as a policy memo and later include this information into the comprehensive revisions of the CPS Investigation and Ongoing Services Standards.

10/04: Work in this area will include greater emphasis on recognizing and addressing domestic violence, mental health, substance abuse and other issues.

6/05: Action Step B.1 includes the development of a Safety Standard relating to safety assessment and planning, including assessment of parental protective capacities.

- The current introductory part of Action Step B.1 references updates to the CPS Investigation and Ongoing Service Standards. The comprehensive update of the CPS Ongoing Service Standards is addressed in PEP Action Step N.2. The timing for a comprehensive update of the CPS Investigation Standards is not addressed in the PEP and there are several issues outside the scope of the PEP affecting the Investigation Standards. These references are deleted.
- Benchmark task B.1.a is revised to specifically address the Safety Standard.
- Benchmark task B.1.b is revised to clarify that the Safety Standard will be issued in Quarter 4.
- The order of benchmark tasks B.1.d and B.1.e are changed.

9/05: B.1 – Safety Standards will be issued in Q5 rather than Q4 due to concern regarding volume in issues, which could result in further confusion about safety and management. Issuance in Q5 will align with eWiSACWIS release regarding changes in safety assessment and plan.

12/05: B.1 – Safety Intervention Standards posted to Bulletin Board in October 2005. Standards will be forwarded to WCHSA in December 2005 for review and approval. Standards will be issued on January 31, 2006. Effective date of the Standards will be changed to June 2006 to match the release date of changes in eWiSACWIS. Benchmark Date modified to reflect change.

Outcome/Systemic Factor:	Permanency Outcome #1	
Performance Item: 6	Stability of Foster Care Placement	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: Use national standard for Item 6.	Year 2: Use national standard for Item 6.
Measurement Method:	Item 6 - The existing WiSACWIS report, Placement Stability, being used for the national standard on Placement Stability will also be used to measure improvement for this item.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
C. Stabilize placements for children in foster care and reduce the actual and statistical re-entry of children into the foster care system.	<u>Re-entry to Placement</u>		
	C.1.a Define core factors affecting re-entry		
	1) Study populations and counties that drive high re-entry rates	OPEP	Q2
	2) Develop a review tool to determine re-entry reasons.	OPEP	Q3
	3) Conduct targeted case reviews in selected counties to determine the reasons for re-entry into out-of-home care.	BPP, QA contractor & Area Administration with Counties	Q3
	4) Analyze the results of the case reviews to identify program implications.	OPEP	Q5
	C.1.b Using the case review analysis:		
	1) Establish a workgroup consisting of BPP, BMCW, OPEP, Counties, Director of State Courts Office (DSCO), and tribes to draft a Trial Home Visit policy.	BPP, BMCW, OPEP & Workgroup Partners	Q4
	2) Develop a DCFS Memo to issue the Trial Home Visit policy to guide the use of Trial Home Visits to reduce re-entry.	BPP & OPEP	Q4
	3) Implement the policy, including providing technical assistance and how to document in WiSACWIS.	BPP, Area Administration & WiSACWIS Project Team with Counties and BMCW	Q5
	4) Include Trial Home Visit policy in ongoing training courses.	BPP and Training Partnerships	Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
C. (Cont.)	C.1.c Using the case review analysis: 1) Develop other program responses to address factors contributing to re-entry to care. 2) Provide technical assistance, training and system reporting instructions.	BPP and OPEP BPP, Area Administration, WiSACWIS Project Team & Training Partnerships with BMCW & Counties	Q4 Q5
	<u>Placement Stability</u> C.2.a Define core factors affecting placement stability and placement disruptions 1) Study populations and counties that drive low placement stability rates 2) Develop a review tool to determine reasons for placement disruptions 3) Conduct targeted case reviews in selected counties to determine the reasons for lack of placement stability. 4) Analyze the results of the case reviews to identify program implications.	OPEP OPEP BPP, QA contractor & Area Administration with Counties OPEP	 Q2 Q3 Q3 Q4
	C.2.b Using the case review analysis: 1) Develop program responses to address factors contributing to instability 2) Provide technical assistance, training, and system reporting instructions.	BPP & OPEP BPP, Area Administration, WiSACWIS Project Team & Training Partnerships with BMCW & Counties	Q4 Q5
	<u>Placement Handbook</u> C.3 Complete and release the WiSACWIS Placement Handbook to better support consistency and quality of placement documentation.	OPEP & WiSACWIS Project Team	Q1 and update periodically
	<u>Emergency Response Plan</u> C.4 Communicate the requirement for an “Emergency Response Plan” for a child entering foster care in all Permanency Plans to prevent placement disruption.	BPP	Q6

Notes – Action Step C:

10/04: C.4 - The DCFS goal is to clearly articulate policy guidance in user-friendly ways. In the past, policy has been transmitted through issuance of numbered memos. Going forward, DCFS may add other communication strategies for transmitting policy guidance.

10/04: See Action Step Q.2 and PEP Narrative for more information on the limited case reviews for C.1 and C.2.

3/05: C.3 - The placement handbook was initially issued in August 2004 and updates to the handbook will be issued in February 2005.

6/05: The responsible parties and timeframes for Action Steps C.1.a, C.1.c, C.2.a and C.2.b are updated.

9/05: C.1 and C.2 –CQI staff completed targeted case review of 200 cases to assess factors affecting the State’s re-entry and placement stability rates. Workgroup has begun to compile results. Analysis of the review will be completed in September o 2005 and shared with key parties in Q5.

12/05: C.1.a – Results analyzed by staff. Results to be shared with appropriate workgroups and stakeholders.

12/05: C.1.b. – Workgroup formed to develop Trial Home Visit Policy. Drafts reviewed at September, October and November Committee meetings. Draft being revised and will be reviewed by OHC in December. Completion dates for Benchmarks modified.

Outcome/Systemic Factor:	Permanency Outcome #1	
Performance Item: 7	Permanency goal for child	
8	Reunification, guardianship, or permanent placement with relatives.	
9	Adoption	
10	Permanency goal of other planned permanent living arrangement.	
PEP strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: Use national standards for Items 8 and 9. State goals will be set for Items 7 and 10.	Year 2: Use national standards for Items 8 and 9. State goals will be set for Items 7 and 10.
Measurement Method:	Item 7: Improvement in permanency planning will be measured for state purposes using a new WiSACWIS report. The CFSR-style case reviews described in Action Step Q will also be used to provide data for state measurement. Item 8 - The existing WiSACWIS report, Time to Reunification, being used for the national standard on Time to Reunification will also be used to measure improvement for this item. Item 9 - The existing WiSACWIS report, Time to Adoption, being used for the national standard on Time to Adoption will also be used to measure improvement for this item Item 10 - The new WiSACWIS report for Item 7 will also be used to measure improvement for this item. The case reviews described in Action Step Q will also be used to provide data for state measurement.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
D. Increase the speed and effectiveness of placing children in permanent or adoptive homes when they can no longer be safe with their parents.	<u>Concurrent Permanency Planning</u> D.1 Develop policy/procedure to support establishment of concurrent permanency plan goals. 1) Establish a workgroup consisting of counties, tribes, Director of State Courts (DSCO), Office of Legal Counsel (OLC) BMCW and BPP to develop support strategies. 2) Use State Permanency Consultants to support concurrent planning efforts. 3) Provide training and technical assistance to county child welfare agencies, BMCW and Tribes on effective concurrent planning and related practice issues.	BPP, BMCW, DSCO, OLC, Counties & Tribes BPP BPP, DSCO, OLC, Area Administration & Training Partnerships	Q2 Start in Q4, continue in Q5 Start in Q4, continue in Q5
	<u>Permanency Plan Procedures</u> D.2 1) Develop policy clarification on the following permanency plan issues: <ul style="list-style-type: none"> definitions, procedures and content of initial and subsequent permanency plans, 	BPP & Workgroup Partners	Q4

Revision of PEP Matrix – December 1, 2005

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
	D.5.c Update WiSACWIS to change the Foster Family Assessment to the Foster/Adoptive Family Assessment <u>Measurement</u>	BPP & WiSACWIS Project Team	Q8
	D.6. Develop WiSACWIS report for state measurement of Items 7 and 10.	OPEP & WiSACWIS Project Team	Q5

Notes – Action Step D

10/04: D.1 - Also see Action Step N and Benchmark O.3.

10/04: The policy on concurrent planning and other policies related to permanency planning will be first issued as a separate policy and then included in Ch. HFS 44.

6/05: D.1 - The concurrent permanency planning guide is currently in draft form and was posted in May 2005 to the PEP bulletin board for public comment.

6/05: D.4 - The DCFS has secured approval for 10 days of consultation and is currently working with the National Resource Center on Legal and Judicial Issues in reviewing drafts of the proposed administrative rule to assist in developing training curricula on permanency planning related issues for judges, district attorneys, corporation counsels, and child welfare agency staff.

9/05: D.1 – The Continuous Permanency Planning Timeline is complete and DCFS Numbered Memo is in approval process.

9/05: D2 and D4- A draft informational memorandum on Current Federal and State Requirements for Permanency Plan Content and procedures contains clarification on: definitions, procedures and content of initial and subsequent permanency plans; permanency plan reviews, permanency plan hearings; transition plans for Independent Living; the authority to enable TPR prior to identification of adoptive resource and; application of exceptions to the reasonable efforts requirements. This memorandum is in the process of being published by DCFS. In addition, a memorandum on definitions of “difficult to place” and “at-risk children” is being drafted for review by Division staff and PEP committees. A change was made in Benchmark Achievement Date for D2 and D4 from Quarter 3 to Quarter 4.

9/05: D.3 – Survey being piloted in approximately six counties and will be sent to all counties in late 2005 regarding the use of administrative review panels and any if any training is provided to reviewers. Recommendation of development of permanency plan reviewer handbook, to be shared as draft in Q4.

9/05: D.5 – Kate Cleary presentation on SAFE on July 13, 2005. Tool posted on bulletin board for review and comment.

9/05: D-6: - Complete date changed in September update to Q4.

12/05: D.1 Intro - The task title is changed to concurrent permanency planning.

12/05: D.1.1 – The emphasis of this task is changed to developing support strategies rather than policy development.

12/05: D.1.2 – This task is changed to focus on State Permanency Consultant activities to support concurrent planning.

12/05: D2 and D.4 – DCFS published Information Memo 2005-11 on Current Federal and State Requirements for Permanency Plan Content and Procedures. Separate Memo on definition of “difficult to place and at risk children” has been drafted will be provided to OHC Committee in December for review and comment.

12/05: D.3 – Benchmark date modified. Brochure created by workgroup. Posted to PEP Bulletin Board on two separate occasions. The comments posted assisted in further development of the brochure. Brochure will be made available on the internet and can be ordered in hard copy through the DHFS Publication Center.

12/05: D.4.2 – Numbered Memo to be issued in Quarter 5. Benchmark date modified to show change.

12/05: D.5 – Draft product of combining FFA/AFA were completed. SAFE study process was reviewed, and pro’s and con’s to each process were developed. Goal is a final recommendation to the PEP implementation committee.

12/05: D.6 Based on report development process, report to be released in February 2006. Benchmark Date modified to reflect change.

Outcome/Systemic Factor:	Permanency Outcome 2	
Performance Item: 12	Placement with Siblings	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: State goal will be set for Item 12.	Year 2: State goal will be set for Item 12.
Measurement Method:	Item 12 - - Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q. A new WiSACWIS report will also be developed.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
E. Maintain and support family connections by updating and implementing policies on sibling placement.	<u>Case Documentation</u> E.1.a Develop guidelines/policy for clearly documenting efforts and reasons for not placing siblings together when placement as a group is not possible 1) Issue policy on placement documentation. 2) Specify location in WiSACWIS for documenting placement efforts.	BPP BPP & WiSACWIS Project Team	Q5 Q4
	E.1.b Implement policy through standard training/orientation and technical assistance with child welfare supervisors on current laws.	BPP	Q5
	<u>Placement Incentive</u> E.2 Explore use of exceptional rate structure to promote sibling group placement.	BPP & BMCW	Q3
	<u>Number of Children</u> E.3 Develop a strategy for recruiting foster families willing to take sibling groups. 1) Propose elimination of the current limit of 6 children in foster homes to accommodate placement of siblings. 2) Revise Adm. Rule Ch. HFS 56 and submit for legislative review and approval 3) If approved, issue the revised rule and purpose of the revision to foster care coordinators, foster parents groups, judges and other child placing agencies, as well as local child welfare agencies.	BPP	Q4 Q7 (see items K.4 and K.5) Q8

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
E. (Cont.)	<u>Measurement</u> E.4. Develop data sources for measurement. 1) Develop WiSACWIS report. 2) Conduct limited case review.	OPEP & WiSACWIS Project Team BPP & QA contractor	Q2 Q3

Notes – Action Step E:

10/04: E.1 Define what activities demonstrate sufficient effort to place siblings together in policy.

10/04: E.3 The allowance for exceeding the limit of 6 children in a foster home would be provided only for the purpose of a foster parent accepting a large sibling group.

10/04: DCFS is participating in the Adopt US Kids initiative that includes an effort to recruit families to take groups of siblings.

9/05: E.1 Latest draft of the Informational Memo on Documentation of Sibling Placement will be submitted to the Out of Home Care Committee for consideration

9/05: E.1 A location in eWiSACWIS has been identified for documenting placement efforts and a request to modify the screen will be made

9/05: E.1.b The Out of Home Care Committee developed a strategy for training on the new policy

9/05: E.2 – E.2. is incorporated into the guidance/policy for benchmark tasks E.1.a

9/05: E.4 – Measurement method is revised to reflect the development of an eWiSACWIS report on placement of siblings.

12/05: E.1.a - This item is expected to be issued in Quarter 5. Benchmark date is delayed due to additional feedback from committee members.

12/05: E.3 – All items that include revisions to Ch. HFS 56 have been coordinated to be in the same Quarters. Changes will be submitted for legislative review in Q7 and issues or implemented in Q8 (see items K.4 and K.5). Benchmark dates changed to show change.

Outcome/Systemic Factor:	Permanency Outcome 2	
Performance Item: 13 14	Visiting with parents and siblings Preserving connections	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1: State goals will be set for Items 13 and 14.	Year 2: State goals will be set for Items 13 and 14.
Measurement Method:	Item 13 – Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q. Item 14 - Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q. Improvement on ICWA is measured under Action Step G.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
F. Maintain and support family connections for children in out of home care by clarifying policies on family participation in case planning, visitation and establishing paternity.	<u>Visitation and Interaction Policy</u>		
	F.1.a Develop a policy on visitation and family interaction that promotes interaction with mothers, fathers and siblings.		
	1) Establish a workgroup consisting of Counties, Tribes, and BMCW	BPP	Q3
	2) Recommendations for developing and implementing family interaction plan.	BPP & Workgroup Partners	Q3
	3) Issue interim numbered memo on visitation/family interaction policy.	BPP	Issue in Q3, effective in Q4
	4) Identify location in WiSACWIS to document the family interaction plan.	BPP & WiSACWIS Project Team	Start Q3, release in Q5
	5) Provide training and technical assistance for child welfare supervisors.	BPP & Area Administration	Q4 and ongoing
	6) Incorporate into pre-service training for foster parents and staff.	BMCW & Training Partnerships	Q5
	F.1.b Revise Ongoing Service Standards to include Family Interaction policy		
	Task deleted 12/1/05		

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
F. (Cont.)	<u>ICWA Notification</u> F.2 Develop and implement statewide identification and notification procedures to assure compliance with the Indian Child Welfare Act. 1) Develop forms with Tribes. 2) Incorporate into WiSACWIS 3) Issue DCFS Numbered Memo on ICWA notification. 4) Include as part of Indian Child Welfare Act training 4) ICWA Specialist to follow up with counties and tribes to assure that notification policies are being followed	BPP & Tribes BPP & WiSACWIS Project Team BPP BPP & Training Partnerships BPP	Q1 Q1 Q4 Start Q3, continue into Q4 Q4
	<u>Measurement</u> F.3 Develop data sources for measurement. 1) Conduct limited case review.	BPP , OPEP & QA Contractor	Q3

Notes – Action Step E:

10/04: F.1 - Include in policy/standards attention to family/parent identification of traditions, faith affiliation, contact with extended family, etc. for their children.

10/04: F.1 – Include in policy the purpose of and opportunities for family interaction, the criteria for establishing the frequency of visitation based on the child’s age, needs, etc., the activities that promote timely permanence, and the criteria for supervised and unsupervised visits.

10/04: F.1 - The Ongoing Services Standards are also affected by Action Steps J and N. The visitation and interaction policy will be issued in Q3 and then later incorporated into the revision of the Ongoing Services Standards.

10/04: F.2 – Provide training and other communication on WiSACWIS changes.

10/04: F.3 – Include in Core training the policy of and process for referring children to tribes for determination of Indian status and notice for tribal involvement.

3/05: F.1 – Included interim policy memo under Benchmark F.1.a..3 that was previously included in Benchmarks N.1.1 and N.2.1.

6/05: F.2 - Four WiSACWIS templates for Indian Child Welfare Act (ICWA) purposes were developed in conjunction with the tribal child welfare group and were made available for statewide use in the December 2004 WiSACWIS release.

9/05: F.2 - An ICWA training curriculum including the forms was developed and piloted in Quarter 3.

9/05 F.2 - The policy memo outlining the procedures for identifying Indian children was drafted in Quarter 1 and has been under revision. It will be completed in Quarter 4.

9/05: F.3 – Measurement method for CFSR Item 14 is revised to clarify that the case review process applies to preserving connections in general.

9/05: F.1 eWiSACWIS changes related to the revision of the Ongoing Service Standards will not be implemented until June of 2006, thus the effective date of the revised Ongoing Service Standards will be delayed to June of 2006. Completion date for benchmark F.1.b is modified accordingly.

12/05: F.1.a.4 – “Initial Family Interaction Plan” case note type added to WiSACWIS for December 2005 release. Updated Family Interaction Plan made available in December 2005 release. “Supervised Interaction, Unsupervised Interaction, Agency Unable to Provide Family Interaction and Policy Exceptions for Family Interaction Plan “case note types added.

Notes – Action Step E:

12/05: F.1.a.5 – Twelve roundtables held across the state, with 2 sessions in each location. One session was made available via webcast.

12/05: F.1.b - Task F.1.b relating to revising the Ongoing Service Standards is deleted.

12/05: F.2.3 – Minor changes to Numbered Memo as a result of WCHSA review. Will be issued in Q5. Benchmark date modified.

12/05: F.2.4 – ICWA Specialist hired in Q4. Benchmark date modified to allow Specialist time to meet with counties and tribes.

Outcome/Systemic Factor:	Permanency 2	
Performance Item: 14	Indian Child Welfare Act – Preserving tribal connections	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices	
Performance Goal:	Year 1: State goal will be set for Item 14 ICWA.	Year 2: State goal will be set for Item 14 ICWA.
Measurement Method:	Item 14 ICWA - Improvement will be measured for state purposes using a new WiSACWIS report and the case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
G. Assure that all parties in the child welfare system are aware of and are acting in compliance with the requirements of the Indian Child Welfare Act (ICWA).	<u>ICWA Requirements</u>		
	G.1 Communicate clarification of ICWA requirements to assure compliance.		
	1) Consult with OLC, BMCW, Bureau of Regulation and Licensing (BRL), DSCO, Department of Justice (DOJ), Counties, Tribes, and private agencies to identify methods for informing all stakeholders.	BPP & Consultation Partners	Q3
	2) Issue DCFS Numbered Memo on ICWA requirements to counties and tribes.	BPP	Q5
	3) Work with BRL, DSCO and DOJ on communication with other stakeholders.	BPP & Consultation Partners	Q5 and ongoing
	G.1.b Seek input from OLC, BMCW, counties and tribes to develop statutory language proposal for incorporating ICWA into Ch. 48 and, as appropriate, Ch. 938	BPP & Consultation Partners	Q4 for input Seek legislation in 2005-2006 legislative session
	G.1.c Coordinate with OLC, BMCW, Counties, Tribes and Training Partnerships to develop mechanisms for a variety of training modes (e.g., formal, web-based, distance learning) and provide training on ICWA and Wisconsin law and policies.	BPP & Training Partnerships	Q5
	G.1.d Identify and implement WiSACWIS enhancements to assure compliance with ICWA.	BPP & WiSACWIS Project Team	Q5
	G.2. Hire an Indian Child Welfare Specialist position in DCFS dedicated to improving Indian Child Welfare statewide.	BPP	Q4

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
G. (Cont.)	G.3 Incorporate regular monitoring of ICWA compliance into the QA process under Action Item Q	BPP	Q4
	<u>Measurement</u> G.4. Develop data sources for measurement. 1) Develop WiSACWIS report	OPEP & WiSACWIS Project Team	Q2

Notes – Action Step G:

10/04: G.2 - The new ICWA Specialist in BPP will provide ongoing technical assistance to and monitor the compliance of counties with these requirements.

6/05: G.1 - The DHFS adopted a policy effective March 10, 2005 related to consultation with tribes.

6/05: G.2 - The ICWA Specialist position will be re-announced using a recruitment process with more tribal involvement.

9/05: G.1 – DHFS/DCFS staff met with tribal staff on human services and health issues, and will continue in Q4. Draft curriculum developed on issues related to Indian culture, sovereignty, relationships with state and counties and related topics. DCFS included in legislative package to DHFS Secretary proposal that ICWA be incorporated into Wisconsin Statutes in Ch. 48.

9/05: G.2. – Re-Opened the recruitment process for the ICWA Specialist position.

9/05: G.4. – Measurement method is revised to clarify the development of an eWiSACWIS report for ICWA monitoring purposes. ICWA requirements will be addressed in the ongoing case reviews.

12/05: G.1 – Benchmark date modified to reflect ongoing revisions to Tribal Consultation policy

12/05: G.2 – ICWA specialist hired

12/05: G.3 – CQI incorporated select ICWA requirements into the QSR protocol. ICWA language has been added to other performance indicators where appropriate. The Manager of the CQI program will be with the 11 tribes to explain CQI process and ascertain tribal interest in participation of future reviews.

Outcome/Systemic Factor:	Permanency Outcome 2	
Performance Item: 15	Use of Relatives for Placement	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice	
Performance Goal:	Year 1: State goal will be set for Item 15.	Year 2: State goal will be set for Item 15.
Measurement Method:	Item 15- Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
H. Maintain and support family connections for children in out of home care by searching for relatives as possible child placements.	<u>Family Member Engagement</u>		
	H.1 Enhance efforts to identify, locate and engage family members by:		
	1) Establishing workgroups consisting of Counties, Tribes and BMCW to draft the policy and tools for conducting relative search.	BPP & Workgroup Partners	Q4
	2) Developing policy/criteria to define what constitutes sufficiency of effort to identify and locate relatives and when throughout the case process to pursue identification/location of relatives.	BPP	Q5
	3) Identifying tools caseworkers can use to help locate relatives (how to conduct a relative search)	BPP	Q5
	4) Implementing policy through standard training/orientation and technical assistance for child welfare supervisors.	BPP & Area Administration	Q6
	5) Examining statutory barriers and enhancing practice expectations regarding engaging fathers and alleged fathers.	BPP	Q6
	<u>Sharing Information</u>		
	H.2 Identify what information can be shared with relatives in order to provide appropriate care of children.		
	1) Obtain legal opinion on extent information can be shared.	BPP & OLC	Q2
	2) Identify what information needs to be shared with relatives that would require a statutory change.	BPP	Q2

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
H. (Cont.)	H.2 3) Develop and disseminate guidelines/policy for what information can be shared under what circumstances. 4) Develop statutory language proposal to expand the information that can be shared with relatives.	BPP BPP	Q5 Q5 for input Seek legislation in 2005-2006 legislative session
	<u>Relative Safety Assessment</u> H.3 Develop criteria, policy and procedures for assessing the safety of a child placed in a relative home: 1) Incorporate relevant criteria from the family safety assessment. 2) Seek technical assistance from the National Resource Center on Child Maltreatment, a review of current models, written resources and other materials for assessing the safety of a relative placement 3) Issue guidance for documentation 4) Include in pre-service/foundation/ongoing training for child welfare workers and supervisors.	BPP	Q7
	<u>Relative Placement Survey</u> H.4.a Conduct a brief survey of Tribes and Counties to determine: 1) The extent to which relatives are being used for placement of a child 2) Barriers to using relatives for placement purposes.	OPEP & BPP	Q5
	H.4.b Analyze survey data and take appropriate steps to increase use of relatives for placement.	BPP & OPEP	Q4
	<u>Measurement</u> H.5. Develop data sources for measurement. 1) Conduct limited case review.	BPP & QA Contractor	Q3

Notes – Action Step H:

10/04: H.1 - As noted in Action Step I.1, DCFS will explore use of parent locator system for child support agencies with the Department of Workforce Development.

3/05: H.1 – DCFS is working with DWD on access to the KIDS system for child welfare staff to access parent locate information.

3/05: H.1, H.3 and H.5 – Benchmark achievement dates have been modified so data will be available for the workgroup under H.1.

6/05: H.2 - An opinion was obtained from the DHFS Office of Legal Counsel (OLC) on the extent that information about children can be shared with relatives and potential caregivers to assist in placement decisions.

9/05: H.2 – Revised draft Informational Memorandum has been posted to the PEP Bulletin Board for comment. Out of Home Care Committee members will present the revised draft memo to their Corporation Counsels or District Attorneys for review and report back to the Committee with their respective feedback.

9/05: H.4 – The Relative Placement Survey was revised as requested by the Out of Home Care Committee and sent to each county and tribe in Wisconsin. Responses were requested by 8/31/05. Several changes were requested.

9/05: H.4 – OPEP identified a Sibling Placement Report, which will provide data on the extent to which relatives are being utilized as a placement for a child.

12/05: H.4 – Survey was delayed in September due to the use of new technology to employ an online survey format. Information has been entered into the online format, but additional edits were necessary. The survey should be completed and information compiled by the end of Q5.

12/05: H.1. – OHC Birth Family Involvement Workgroup has been assigned these items. Workgroup has begun to identify tools for locating relatives and parents, and may develop policy. Review of current policy to determine barriers to engaging con-custodial father and relatives.

12/05: H.2. – Information Memo identifying information that can be shared with relatives was approved by the OHC Committee and posted to Bulletin Board. Awaiting opinion from Legal Counsel, and hope to issues Memo in Q5. Amendment to SB 284 sent to Wisconsin Assembly, where it received Public Hearing. Further Action pending in Assembly. The completion benchmark H.2 changed to Q5 is modified accordingly.

Outcome/Systemic Factor:	Permanency 2	
Performance Item: 16	Relationship of child with parent.	
PEP Strategy	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goal will be set for Item 16.	Year 2: State goal will be set for Item 16.
Measurement Method:	Item 16- Improvement will be measured for state purposes using a limited case review and the case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
I. Enhance the role of non custodial parents and other family members as prospective placement resources by developing policies and procedures on engagement, including documentation of activities to locate, adjudicate, and involve non-custodial parents.	Non-custodial Parents		
	I.1 Work with OLC, DSCO, BMCW, Counties and Tribes to identify all policies (# memos, administrative rules, statutes) that negatively impact the involvement of non custodial parents and other relatives.	BPP & Workgroup Partners	Q6
	1) Change policies, if necessary, in conjunction with the workgroup mentioned above.	BPP	Q6
	2) Issue revised policies and guidance for documenting effort to locate, adjudicate, and involve non custodial parents.	BPP	Q6
	3) Create a tool in WiSACWIS to remind caseworkers to locate/involve fathers throughout the case.	BPP & WiSACWIS Project Team	Q7
	4) Work with the Department of Workforce Development on the use of the Federal Parent Locator System by child welfare staff.	BPP	Q7
	5) Provide training to child welfare supervisors on locating and involving non custodial parents and include policies and procedures related to adjudicating paternity and, in cases involving Indian children, obtaining an acknowledgement of paternity.	BPP, BMCW & Training Partnerships	Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
I. (Cont.)	<u>Measurement</u> I.2. Develop data sources for measurement. 1) Conduct limited case review.	BPP, OPEP & QA Contractor	Q3

Notes – Action Step I:

10/04: DCFS will use the National Resource Center for Family Centered Practice to assist with developing procedures to involve non-custodial parents.

Outcome/Systemic Factor:	Well-Being 1	
Performance Item: 17 18 20	Needs and services of child, parents and foster parents. Child and family involvement in case planning. Worker visits with parents	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices	
Performance Goal:	Year 1: 1% improvement for each of Items 17, 18 and 20.	Year 2: 2% improvement for each of Items 17, 18 and 20.
Measurement Method:	Item 17- A limited case review will be conducted to collect data that will be used along with CFSR results for Item 17 to establish the baseline performance level. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. Item 18- A limited case review will be conducted to collect data that will be used along with CFSR results for Item 18 to establish the baseline performance level. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. Item 20 - A new WiSACWIS report regarding frequency of worker contact will be developed to establish the baseline performance level based on Q1 and Q2 results and for the quarterly progress reports. The case reviews described in Action Step Q will also be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. Ensure that Wisconsin's <u>Ongoing Child Protective Services Standards and Guidelines</u> (for children served by the child protective services system) effectively and appropriately guide workers in assessing and responding to the needs of children, parents and foster parents.	<u>Family Assessment/Case Plan</u> J.1.a Revise the Ongoing Service Standards regarding family assessment and case planning. Deleted 12/1/05		
	J.1.b Update the Wisconsin Model to reflect revisions to family assessment and case planning procedures. 1) Establish a workgroup of counties, BMCW and Child Welfare Training Partnership to revise the assessment, case plan and case progress evaluation. 2) Develop revised document formats. 3) Modify eWiSACWIS to include revised assessment/case plan format. 4) Continue to explore improvements to Wisconsin Model procedures.	BPP & Workgroup Partners BPP BPP & WiSACWIS Project Team BPP & Workgroup Partners	Q3 Q4 Start Q5, release in Q7 Q7

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. (Cont.)	<u>Service Matching</u> J.2 Improve caseworker matching of services to service needs by: <ol style="list-style-type: none"> 1) Giving caseworkers information about resources available in the community. 2) Incorporating into pre-service training how specific services meet identified needs to achieve outcomes. 3) Developing tools and information to promote creative service development 	BPP with Counties & BMCW BPP & Training Partnerships BPP with Counties & BMCW	Q7
	<u>Barriers to Engagement</u> J.3.a Determine barriers to engagement of families. <ol style="list-style-type: none"> 1) Conduct regional focus groups with child welfare caseworkers. 2) Develop actions/tasks based on the barriers identified. 	BPP & Area Administration	Q4
	J.3.b Revise training available through the Child Welfare Training Partnership courses to enhance the engagement skills of caseworkers.	BPP & Training Partnerships	Q5
	J.3.c Provide training and technical assistance to child welfare supervisors on removing barriers to family engagement and revise Core Training Curriculum to include methodologies for establishing and maintaining family engagement.	BPP & Training Partnerships	Q5
	<u>Caseworker Contact</u> J.4 Develop and implement a policy on caseworker-parent/family face-to-face contact. <ol style="list-style-type: none"> 1) Establish workgroup consisting of counties, tribes, BMCW and Child Welfare Training Partnership to draft policy. 	BPP & Workgroup Partners	Q4

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
J. (Cont.)	J.4		
	2) Identify impact on WiSACWIS	BPP & WiSACWIS Project Team	Q4
	3) Issue policy and guidance for documenting contact.	BPP	Issue in Q4, effective in Q5
	4) Train caseworkers through roundtables and provide technical assistance to counties.	BPP & Area Administration	Q5
	5) Update Training Partnership courses to increase effectiveness of worker visits.	BPP & Training Partnerships	Q5
	<u>Measurement</u>		
	J. 5 Develop data for measurement:		
	1) Modify an existing WiSACWIS report regarding the frequency of face-to-face contact for use on a statewide basis.	OPEP & WiSACWIS Project Team	Q1
	2) Conduct limited case review.	BPP, OPEP & QA Contractor	Q3

Notes – Action Step J:

10/04: The Ongoing Services Standards are also affected by Action Steps F and N

10/04: J.4 - Issues to consider in developing policy include minimum frequency of contact, quality of caseworker family visits, and the purpose of visits in relation to the family assessment and case planning process as well as to the case progress evaluation process.

10/04: The policy on caseworker contact will be issued first via DCFS Memo and then later incorporated into the comprehensive revision of the Ongoing Service Standards.

10/04: DCFS will use the National Resource Center for Family Centered Practice to assist with revision of the Ongoing Service Standards.

9/05: eWiSACWIS changes related to the revision of the Ongoing Service Standards will not be implemented until June of 2006, thus the effective date of the revised Ongoing Service Standards will be delayed to June of 2006. Completion date for benchmark J.1.a.2 are modified accordingly.

9/05: J.3.a. – 10 focus groups were held across the state during Q3.

9/05: J.4. – Policy drafted and posted on PEP Bulletin Board and will be sent to WHCSA for review.

12/05: J.1.a - Task J.1.a relating to revising the Ongoing Service Standards is deleted.

12/05: J.1.b – This task is revised to focus on changes to Wisconsin Model procedures, primarily the family assessment, case plan and case progress evaluation formats in eWiSACWIS.

12/05: J.3.a – Actions/tasks were identified in categories of practice, resources, cultural, agency, communication/coordination, MH and AODA and training.

12/05: J.4 – Policy issued October 26, 2005 and will become effective January 31, 2006.

12/05: J.4.1 – Child Welfare Case Process committee will address item.

12/05: J.4.2 – No changes in WiSACWIS noted.

Outcome/Systemic Factor:	Well-Being 1	
Performance Item: 17 34	Needs and services of child, parents and foster parents. Foster and adoptive parent training	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: 1% improvement for Item 17.	Year 2: 2% improvement for Item 17.
Measurement Method:	Item 17, Benchmarks K.1 - K.4 – The CFSR results for Item 17 will establish the baseline performance level. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports. In addition, the existing WiSACWIS Placement Stability report will be used to measure the impact of foster parent support on placement stability. Item 34, Benchmarks K.4 - A survey will be conducted to determine the number of foster/adoptive parents who have complete pre-service and ongoing training as a percentage of total foster/adoptive parents to establish baseline data. Data will be collected on training activities to determine the additional number of persons trained.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. Increase the effectiveness of support for foster parents by improving their access to information, training and resources.	<u>Services to Foster Parents</u>		
	K.1.a Hold regional focus groups with foster parents, child placing agencies, contracted service providers and county foster care coordinators to:	BPP & Workgroup Partners	Q2
	1) Identify the service and support needs of foster parents.	BPP	Q2
	2) Develop a profile of needs and identify gaps in services and supports.	BPP	Q3
	3) Develop recommendations for responding to the identified needs.	BPP	Q3
	4) Make recommendation for developing support plans for foster parents by numbered memo and later Ch. HFS 44.	BPP & Workgroup Partners	Q4
	5) Develop curriculum for and provide training on foster parent support needs for joint trainings involving child welfare caseworkers and foster parents.	BPP & Training Partnerships	Q4
	K.2.a Seek input from Counties, BMCW, Tribes, and Foster Parents to develop an instrument that will guide foster care coordinators and child welfare workers in assessing a child's special needs.	BPP & Consultation Partners	Q4

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	K.2.a 1) Pilot and modify the assessment instrument, as needed.	BPP & BMCW	Q5
	K.2.b Provide training and technical assistance to foster care coordinators and child welfare workers on: 1) General support needs of foster parents 2) How to assess for a child's unique needs in a specific foster home and the support needs of the child's foster parents.	BPP, Area Administration & Training Partnerships	Q6
	<u>Resource Center</u> K.3 Develop a Foster and Care and Adoption Resource Center that provides telephone support and referral, training of foster care coordinators and eventually increased training for foster parents. 1) Design Resource Center concept 2) Conduct RFP Process and issue contract 3) Opening of the Resource Center	 BPP & Consultation Partners BPP BPP with Resource Center	Q2 Q1 Q1 Q2
	<u>Pre-service and Ongoing Training</u> K.4.a Form a workgroup composed of Counties, Foster and Adoptive Parents, Tribes, BMCW and Training Partnerships to research the impact of mandating statewide foster and adoptive parent pre-service and ongoing training and determine: 1) Conduct a survey to determine current percentage of foster parents attending pre-service and ongoing foster parent training (this data would be used as baseline data). 2) Assess capacity to provide pre-service training on a regular basis. 3) Assess resource needs to provide pre-service training to all foster and adoptive parents.	BPP & Workgroup Partners	Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	K.4.a 4) Assess availability of current training and need for additional training. 5) Assess ability to document training participation in WiSACWIS. 6) Identify if revisions to HFS 56 are necessary.	BPP & Workgroup Partners	Q5
	K.4.b Specify/define foster/adoptive parent pre-service and ongoing training needs. 1) Review competencies for foster parent training. 2) Specifically define pre-service training requirements based on competencies and identify curriculum that can be used (including PACE). 3) Identify competencies that ongoing training will be based on and the hours of required training. 4) Develop criteria for determining equivalencies and or exemptions for pre-service and ongoing training. 5) Modify any related numbered memos or administrative rules. 6) Develop a method to consistently document training information in the foster care record.	BPP, Resource Center and Training Partnerships	Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
K. (Cont.)	<u>Foster Parent Handbook</u> K.5.a Create workgroup composed of BMCW, Counties, Tribes, private agency staff, attorneys and foster parents to identify purpose, audience, and uniform content of a model handbook	BPP and Workgroup Partners	Q5
	1) In conjunction with the workgroup, develop model handbook and submit for review by all counties, private agencies, tribes, legal staff, etc.	BPP	Q6
	2) Finalize and distribute model handbook. 3) Communicate the requirement that Counties and other licensing agencies develop foster parent handbooks in consultation with their foster parents.	BPP with Counties & BMCW BPP & BMCW	Q7
	4) Have all licensing agencies provide orientation/training on use of handbook.	BPP with Counties, BMCW and Licensing Agencies	Q8
	K.5.b Include in foster parent handbook information on using and accessing community resources.	BPP with Counties & BMCW	Q7
	K.5.c Revise Chs. HFS 38, 54 and 56, if applicable, to require private child placing agencies to develop foster parent handbooks in consultation with their foster parents.	BPP & BRL	Q8

Notes – Action Step K:

10/04: K.2, K.4 and K.5 - BMCW involvement includes the Milwaukee Out-of-Home Care (foster home recruitment and licensing) contractor

3/05: K.3 – The Foster Care and Adoption Resource center contract was awarded by DCFS to Adoption Resources of Wisconsin in December 2004. Three regional Resource Center offices will begin operation in Spring 2005.

3/05: Since January 2005, the Resource Center has been actively conducting outreach, answering the statewide 800 inquiry telephone line, establishing a web site, hiring staff, meeting with stakeholders, and gathering information.

6/05: K.1- Comments were gathered from public and private agency foster care coordinators during March and April 2005 as well as foster and adoptive parents at the biannual Wisconsin Foster and Adoptive Parent Association conference in April 2005.

6/05: K.1 & K.4 - The Child Welfare Training Council has formed a committee on foster parent training.

6/05: K.3 - The first Foster Care and Adoption Resource Center Advisory Council meeting was held on April 29, 2005.

6/05: K.6 - The measurement strategies for Action Step K includes use of foster parent surveys and limited case reviews.

- Since the limited case reviews being conducted in Quarter 3 will not include stakeholder interviews, the use of limited case reviews is dropped as a measurement strategy for Action Step K.6.
- The surveys on foster parent training needs in Action Step K.6 will be incorporated into Action Step K.4 and the timing changed to Quarter 5 to be consistent with the rest of Action Step K.4.
- The result is that Action Step K.6 is eliminated and the measurement section of Action Step K is revised.

9/05: K.3 – Resource Center staff have been hired

12/05: K.1.a.4 – Committee Members and comments from the Bulletin Board did not recommend requiring the development of support plans for every foster home, but recommended providing examples of support plan documents for use by agency staff.

12/05 K.4 and K. 5 – All revisions to HFS 56 have been adjusted to the same Quarter (see item E.3). Changes will be submitted for legislative review in Q7 and issued or implemented in Q8.

Outcome/Systemic Factor:	Well Being 3	
Performance Item: 22 & 23	Physical and mental health needs of the child	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goals will be set for Items 22 and 23.	Year 2: State goals will be set for Items 22 and 23.
Measurement Method:	Item 22- Improvement will be measured for state purposes using a limited case review and the CFSR-style case reviews described in Action Step Q. DCFS will also explore the use of Medicaid utilization data for state measurement purposes. Item 23 – Improvement will be measured for state purposes using a limited case review done by BMCW and the case reviews described in Action Step Q.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
L. Pilot managed care program in Milwaukee for children in foster care that will provide every child with mental, physical and dental health care.	<u>Managed Care Pilot</u>		
	L.1.a Develop a managed care program for foster children in Milwaukee with the Division of Health Care Financing (DHCF). 1) Conduct RFP process. 2) Select vendor 3) Award contract.	BMCW & BPP with DHCF and Milwaukee community reviewers DHCF with BMCW DHCF DHCF	 Q1 Q3 Q4
	L.1.b Begin implementation of the managed care organization (MCO) in Milwaukee. 1) Implement mental health screening and assessment processes 2) Implement dental care through MCO.	BMCW & DHCF with community partner involvement. BMCW & MCO DHCF & MCO	Q5
	L.1.c Review preliminary results of the pilot for dental and mental health care.	BMCW & DHCF with BPP, OPEP & Bureau of Mental Health and Substance Abuse (BMHSAS)	Q7
	L.1.d Present preliminary findings to the statewide mental health workgroup and other health and dental care constituents and recommendations for the improving services in balance of the state.	BPP, DHCF & BMHSAS	Q8
	<u>Measurement</u> L.2 Develop data sources for measurement. 1) Evaluate Medical Assistance utilization data 2) Conduct limited case review.	BMCW, DHCF & OPEP BMCW	Q6 and Ongoing Q8

L. (Cont.)

Notes – Action Step L:

10/04: Action Steps L and M both address the process of screening and assessing persons for mental health service needs.

10/04: L.2 - The special case reviews will focus on the differences in health and mental health services between the BMCW and the balance of the state.

10/04 L.2 - The BMCW quality assurance program will monitor and measure the impact of the managed care program services for foster children in Milwaukee.

3/05: L.1 – The responsibilities for tasks under Benchmark L.1 are clarified.

3/05: L.2 - The limited case review will be conducted in Quarter 5 as part of the BMCW comprehensive review. Statewide CQI reviews will begin in Quarter 5.

6/05: L.1 – The vendor selection process is still pending and a contract has yet to be awarded.

9/05: L.1 – Contract tentatively awarded by DHCF, with contract negotiations underway.

9/05: L.2 – Completion dates for the benchmarks modified.

12/05: L.1 -Contracted negotiations continuing, with goal of having contract in place by the first quarter of 2006 for new children entering out of home care and receiving subsidized adoption assistance.

12/05: L.1 – Advisory committee meeting regularly to review implementation process. BMCW and DHCF are collaborating on improving the enrollment process for children in the pilot. Three subcommittees have been developed and are meeting regularly to ensure quality assurance, consumer protection and to establish rate setting.

12/05: L.2 – Completion dates for the benchmarks modified.

Outcome/Systemic Factor:	Well Being 3	
Performance Item: 23	Mental health needs of the child	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: State goal will be set for Item 23.	Year 2: State goal will be set for Item 23.
Measurement Method:	The measurement method for Item 23 is described in Action Step L.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
M. Work with children's mental health experts and county and tribal child welfare agencies to: <ul style="list-style-type: none"> Develop statewide policy and procedure for child welfare workers to effectively screen and assess of the mental health needs of children who have been abused or neglected. Create a capacity improvement plan for screening, assessment and treatment. 	<u>Mental Health</u> M.1 Develop policy and procedure to improve mental health screening for children in child welfare cases. <ul style="list-style-type: none"> a) Form a statewide work group and a process for a statewide dialog to gain consensus on mental health practices in Wisconsin's child welfare system. 	BPP with Counties, BMCW, BMHSAS, DHCF, Area Administration and mental health advocacy groups	Q4
	M.1.b Form an internal state staff workgroup to develop tools for mental health screening.	BPP with BMHSAS & DHCF	Q4 into Q5
	M.1.c Have counties pilot the screening tools in their child welfare programs. Determine how the screening tool could be used by counties statewide.	BPP, Counties and Consultation Partners	Q6 and ongoing
	M.1.d Host a statewide forum and regional meetings to develop capacity improvement plan for screening, assessment and treatment.	BPP & Consultation Partners	Q7
	M.1.e Draft and circulate proposed screening policy and procedure and capacity building plan for comment and incorporate comments from key constituents.	BPP & State Staff Workgroup	Q7
	M.1.f Update the WI Model to assist in Identifying possible mental health issues and issue revised instructions. <ul style="list-style-type: none"> 1) Update WiSACWIS, as necessary, for changes in WI Model and related tools. 2) Orient/train child welfare supervisors from BMCW, Counties, and Tribes. 	BPP BPP & WiSACWIS Project Team BPP & Area Administration	Q8

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
	3) Revise any related curricula for child welfare case workers and provide training through the Training Partnerships.	BPP & Training Partnerships	Q8

Notes – Action Step M:

10/04: This action step and associated benchmark tasks will assist child welfare workers and supervisors in identifying and responding to mental health issues.

12/05: M.1.a – The PEP Case Process committee has been used as the workgroup for this task and to react to the internal staff group's work.

12/05: M.1.b - The internal staff group has been reviewing mental health screening tools since the Spring of 2005 to identify tools that can be used by child welfare workers. The California Mental Health Screening Tool has been recommended as the tool for counties/tribes to pilot since the tool is designed for child welfare workers with limited mental health expertise.

12/05: M.1.c – The task of having counties pilot the screening tool was added.

Outcome/Systemic Factor:	Case Review	
Performance Item: 25	Case plan developed jointly with child's parents	
PEP Strategy:	1) Help families strengthen their capacity to provide a safe and nurturing environment for their children. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Item 25 - The same case review process used to measure improvement on Item 18 will also be used to measure improvement on Item 25. The case reviews described in Action Step Q will be used to provide data for the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
N. Make family involvement in child welfare case planning a centerpiece of the administrative rules that govern practice and policy for children in out of home care. (Ch. HFS 44)	<u>Ch. HFS 44</u>		
	N.1 Identify all items from PEP and 5-Year Child and Family Service Plan that should be incorporated into Ch. HFS 44 and begin revisions.	BPP	Q3
	1) In conjunction with Ch. HFS 44 Workgroup, complete draft of Ch. HFS 44 for review by OLC.	BPP BPP, OLC & Workgroup Partners	Q4
	2) Reactivate the Ch. HFS 44 Workgroup.		Q5
	3) Circulate the draft to Counties, Tribes, private agencies and other constituents and solicit comments. Make revisions with the Workgroup.	BPP & Workgroup Partners	Q5
	4) Conduct public hearings.	BPP	Q7
	5) Identify WiSACWIS functions and revise as necessary.	BPP & WiSACWIS Project Team	Q7
	6) Issue the final rule and communicate with all appropriate parties.	BPP, BMCW & DSCO	Issue in Q8, effective in Q8
	7) Provide targeted training on Ch. HFS 44 to caseworkers, supervisors from Counties and Tribes as well as court/legal staff,	BPP & DSCO	Q8 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
N. (Cont.)	<u>Ongoing Service Standards</u>		
	N.2 Issue a comprehensive revision of the CPS Ongoing Service Standards to convert current practice guidelines to standards and include PEP policies issued as numbered memos.		
	1) Identify all items from PEP and 5-Year Child and Family Service Plan that should be incorporated into the Ongoing Service Standards.	BPP	Q3
	2) Establish workgroup consisting of Counties, Tribes, BMCW and Training Partnership to revise the standards.	BPP	Q3
	Task deleted 12/1/05		

Notes – Action Step N:

10/04: Benchmark N.1 is related to Benchmark O.3.

3/05: Benchmarks N.1.1 and N.2.1 were deleted and the task covered under Benchmark F.1.a.3.

9/05: N.1 – Revisions to the second draft of the Proposed Order for HFS 44 have been received from the Department's Rules Coordinator. The Statement of Scope for HFS 44 was published by the Revisor of Statutes in July 2005. Training on the proposed rule will be piloted at the end of August 2005.

9/05: N.2 – Preliminary revisions of Ongoing Service Standards and draft circulated for committee review. Draft will be posted on bulletin board by 10/31/05.

12/05: N.1 – DHFS Rules Coordinator reviewed 2nd and 3rd draft of Proposed Order. Workgroup will be established in December 2006 and will complete work by March 2006. DCFS anticipates publication by October 2006. Benchmark Date modified to reflect change.

12/05: N.2 – The comprehensive revision of the Ongoing Service Standards will be deferred until 2007, after the completion of the PEP period. The current practice guidelines will remain in place and policies issued as DCFS numbered memos will remain in effect. Other policy standards including HFS 44 and the CPS Investigation Standards need to be implemented/updated before the Ongoing Service Standards are revised as the Ongoing Service Standards build on the other policy standards.

12/05: N.2 – The deletion of task N.2 affects tasks F.1.b and J.1.a.

Outcome/Systemic Factor:	Case Review	
Performance Item: 28	Process for termination of parental rights proceedings	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Item 28 - DCFS will work with the Court Improvement Program in the Director of State Courts Office (DSCO) to use data from county court reviews conducted by DSCO in conjunction with the case reviews described in Action Step Q. DCFS will explore the use Consolidated Court Automation Programs (CCAP) data on TPR processing by courts.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
O. Move children more quickly to permanency when they can no longer be safe at home by expediting the Termination of Parental Rights (TPR) when it is appropriate and necessary.	<u>Adoptive Resource</u> O.1 Communicate clarification regarding the current law on proceeding to a TPR when an adoptive resource has not been identified and related issues 1) Communicate to counties regionally through permanency consultants. 2) Include in DCFS Information Memo for Benchmark O.3.1	BPP	Q1 Q5
	<u>Permanency Reviews</u> O.2 Continue to provide training for child welfare supervisors and caseworkers and judges and other court legal staff on current statutes regarding permanency reviews and hearings, Adoption and Safe Families Act (ASFA) timeline, TPR process, etc. (aka the Act 109 training). Training will be done through developed materials, technical assistance, and a variety of training formats	BPP, OLC, DSCO & contracted trainers	Q2 and ongoing
	<u>Concurrent Planning Timeline</u> O.3 Develop procedure to implement a continuous permanency planning timeline to support concurrent planning. 1) Implement the policy through DCFS informational memo.	BPP, DSCO & OLC BPP with BMCW, Counties & Tribes	Q3 Issued in Q5

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
O. (Cont.)	O.3 2) Provide training and technical assistance to child welfare supervisors from Counties, BMCW and Tribes on effective concurrent planning and related practice issues.	BPP, DSCO, OLC, Area Administration & Training Partnerships	Q5 and ongoing
	<u>TPR Processing</u> O.4 Analyze TPR case processing as part of Court Improvement Project reassessment and jointly implement recommendations with Director of State Courts Office.	BPP & DSCO with BMCW & Counties	Q6
	<u>Legal Services</u> O.5 Communicate to counties a reminder of the existence of IV-E funds for legal services related to TPR.	BPP	Q4
	<u>Measurement</u> O.6. Work with DSCO to develop data sources: 1) Explore potential use of CCAP data to monitor TPR court proceedings. 2) Explore use of court review results for PEP purposes during limited case reviews and case review pilots.	OPEP & DSCO BPP & DSCO	Q2 Q3 and Q4

Notes – Action Step O:

10/04: O.3 - This Benchmark is the same as D.1. The concurrent plan requirement will be included in HFS Ch. 44, but implemented prior to full implementation of the administrative rule as described in N.1.

10/04: DCFS will use the National Resource Center on Children and the Law and the National Resource Center on Permanency Planning to develop training on permanency reviews.

10/04: DCFS will use the National Resource Center on Children and the Law and the National Resource Center on Permanency Planning to develop policy and procedure on concurrent planning.

3/05: O.1 - DCFS Permanency Consultants are communicating with counties that an adoptive resource is not required to proceed with TPR.

6/05: O.1 - The draft adoption readiness form is currently posted to the PEP bulletin board for public comment. The final form will be issued in Quarter 3 using a DCFS information memo.

6/05: O.5 - The DCFS memo on legal services was revised in Spring 2005 and will be issued in June 2005.

6/05: O.6 - The measurement strategy for Action Step O is revised to clarify DCFS will explore the use of both CCAP data and the results of county court reviews that

Notes – Action Step O:

will be done by DSCO as part of the Children's Court Initiative.

6/05: O.6 – DCFS explored the use of CCAP data with DSCO and determined CCAP data is not useful for PEP measurement purposes.

9/05: O.1 – Form developed to assess the readiness of children for adoption to facilitate the permanency planning process. Form currently on PEP Bulletin Board for public comment. This form will be used with the Continuous Permanency Planning timeline (see step D.1).

9/05: O.3 – Numbered memo is currently in the approval process. Continuous Permanency Planning Timeline was completed in Q2.

9/05: O.5 – Memo revised and currently undergoing the DCFS approval process

9/05: O.6 – Use of the county court reviews and case review process under Action Step Q as measurement methods are clarified.

12/05: O.1 – Info Memo and final product are moving through the approval process. Tribes asked for additional information to be added to make the form culturally competent. These are included in the final versions. At the end of Q4, 3 of 5 regions were trained. Remaining 2 regions to be trained in Q5. Benchmark date modified.

12/05: O.3 – Informational memo and final product are moving through the approval process. Trainings started with county staff. At the end of Q4, 3 of 5 regions were trained. Remaining 2 regions will be trained in Q5. Benchmark date modified.

12/05: O.5 – DCFS Numbered Memo 2005-13, Title IV-E Reimbursement was issued. Memorandum was sent to county human/social service directors to call attention to Numbered Memo and encouraged participation in the program.

12/05: O.6 – CQI and CCI conducted joint focus groups during 2 reviews in Q4. Proposal submitted to CCI to explore how to best use information to benefit counties' child welfare systems

Outcome/Systemic Factor:	Case Review	
Performance Item: 29	Notification of and opportunity to participate in hearings.	
PEP Strategy:	2) Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home; 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice.	
Performance Goal:	Year 1 N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	The case review process described in Action Step Q will be used to collect information about the participation of foster parents and other custodians in hearings for the cases reviewed. To obtain additional information more applicable to determine statewide performance, a survey process will be used to collect information from foster parents and other custodians. The case review and survey results will be used for quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
P. Clarify the responsibility and role of foster parents and other physical custodians for participation in legal reviews and court hearings	<u>Input Process</u> P.1 Establish a process for judges to seek input from foster parents and other physical custodians in court hearings.	BPP & DSCO;	Q5
	<u>Role in Reviews</u> P.2 Incorporate role and responsibility of foster parents and other physical custodians in: 1) Pre-service training for foster parents. 2) Training for child welfare staff 3) Model handbook for foster parents	BPP, & Training Partnerships BPP & Training Partnerships BPP, BMCW & Licensing Agencies	Q6 Q6 Q7
	<u>Measurement</u> P.3 Develop data for measurement: 1) Conduct survey on participation.	BPP & OPEP	Q4 and ongoing

Notes – Action Step P:

10/04: P.1 – The National Resource Center on Children and the Law will be used for this task.

10/04: P.2 – The National Resource Center on Permanency Planning will be used for this task.

9/05: P.3 – Survey process will begin in Q4.

12/05: P.3 – Committee members thought that an additional survey to determine the level of participation was not necessary at this time since members already knew, anecdotally and through previous surveys that foster parents report not regularly participating in court proceedings.

Outcome/Systemic Factor:	Quality Assurance System	
Performance Item: 31	The State is operating an identifiable quality assurance system	
PEP Strategy:	4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children. 7) Assure the quality and effectiveness of services for children and families by regularly reviewing our programs and practices.	
Performance Goal:	Year 1: N/A _ Systemic Factor	Year 2: N/A – Systemic Factor.
Measurement Method:	This Action Step establishes a county case review process that will be used to collect information for several of the Action Steps. A limited case review will be conducted in Q3 to update baseline performance levels for multiple CFSR performance items. The ongoing county case reviews will provide information for the quarterly progress reports. Information about the QA process (e.g., number of reviews, number of cases, review results, etc.) will be included in the quarterly progress reports.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. For the first time in Wisconsin's child welfare history, design and implement a comprehensive, statewide Quality Assurance program. Build on the strength of existing programs and support the efforts of child welfare agencies to maintain an environment that encourages learning and program improvement.	Statewide QA Capacity Q.1 Develop Statewide QA capacity within BPP. 1) Recruit new state QA manager and coordinator positions. 2) Conduct RFP process for case reviewer contract and issue contract.	BPP	Q1 Q1
	Q.2 Conduct limited case reviews to collect information for PEP baselines 1) Using the federal CFSR review tool and primarily state staff and QA contractor, conduct limited case reviews in three counties. 2) Use the limited case review results to verify and possibly adjust baseline performance levels for the PEP. 3) Using review tools developed in C.1 and C.2, conduct <u>targeted</u> case reviews for placement stability and re-entry using WiSACWIS information for selected counties.	BPP, QA contractor & Area Administration Staff OPEP & BPP OPEP & QA contractor	Q3 Q3 Q3

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. (Cont.)	<u>Case Review Model</u>		
	Q.3. Develop case review model that replicates and expands upon the federal CFSR process and collects data needed for PEP and state QA purposes.	BPP & OPEP	Q2
	1) Establish workgroup including BMCW, Counties, Area Administration, Tribes, Training Partnerships, OPEP, Director of State Courts Office (DSCO) and QA contractor to further develop the case review model.	BPP & Workgroup Partners	Q2
	2) Conduct focus groups of stakeholders that are important partners in effective child protection.	BPP & Workgroup Partners	Q3
	3) Develop the standardized review format and review tools.	BPP and QA contractor	Q4
	4) Conduct pilot reviews in 2 to 3 counties	BPP and QA contractor	Q4
	5) Finalize state review tools.	BPP and QA contractor	Q4
	6) Finalize protocols, policies and procedures related to the review process.	BPP and QA contractor	Q4
	7) Develop and provide statewide training and technical assistance to Counties on the case review model.	BPP, QA contractor & Area Administration	Q4 and ongoing
	8) Implement the case review process reviewing 15 Counties annually.	BPP, QA contractor & Area Administration with Counties	Q5 and ongoing
	9) Make review formats/tools available in automated format to counties for local QA purposes.	BPP, OPEP & WiSACWIS Project Team	Q8
	<u>Integrate QA Processes</u>		
	Q.4 Coordinate the new Statewide QA process with the BMCW QA process.	BPP, BMCW & OPEP	
	1) BMCW conducts comprehensive review for CY 2005.		Q4
	2) Develop methods to integrate BMCW QA data with Statewide QA data.		Start Q5, and ongoing
	3) Include BMCW as part of the case review process.		Q5 and ongoing

Q3

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
Q. (Cont.)	<u>Develop QA Reviewers</u> Q.5. Develop reviewers for Statewide QA Process 1) Orient and train new QA staff to conduct case reviews. 2) Begin to recruit peer reviewers for case reviews, including staff from Counties, Tribes, service providers and other stakeholders. 3) Provide training and technical assistance for peer reviewers.	BPP & QA Contractor	Q3 and ongoing Q4 and ongoing Q5 and ongoing
	<u>QA Reports</u> Q.6. Establish a workgroup consisting of BMCW, Counties, Area Administration, Tribes, Training Partnerships, OPEP, DSCO and QA contractor to develop effective performance reports and other requested reports and related policies to local agencies. 1) Design, produce and distribute reports to local agencies. 2) Analyze and interpret data on a statewide and individual county basis. 3) Provide technical assistance and training to local agencies in designing and interpreting reports. 4) Review QA results to identify improvements needed to QA process and areas of emphasis for QA reviews	BPP & Workgroup Partners OPEP, BPP & WiSACWIS Project Team OPEP OPEP, BPP, WiSACWIS Project Team & Area Administration BPP & Workgroup Partners	Q2 and ongoing Q3 and ongoing Q3 and ongoing Q4 and ongoing Q6 and ongoing

Notes – Action Step Q:

10/04: The same QA workgroup will be used for Benchmarks Q.2 and Q.4

10/04: See PEP narrative for additional description of the Quality Assurance activities.

10/04: See Actions Steps C.1 and C.2 for more detail on limited case reviews under Q.2.2.

10/04: DCFS will use the National Resource Center for Organizational Improvement to develop the state QA process.

10/04: As of the end of September, a procurement process has been conducted to select the QA vendor, The Management Group of Wisconsin in Partnership with the Child Welfare Program and Policy Group of Alabama. DCFS will begin contract negotiations with the QA vendor in October with the goal of having a contract in place by November. Once the contract is in place, the QA vendor will then begin recruitment of five (5) staff to conduct the statewide case reviews. It is expected that the QA staff will be hired by January and then oriented and trained in early 2005. The limited case reviews identified in Q.2.1 and Q.2.2 will likely be conducted in the Spring of 2005, depending on when the new QA staff are ready and the reviews can be scheduled with counties.

3/05: Q.1 – DCFS hired the CQI Program Manager Harry Hobbs in November 2004 and the CQI Coordinator Tara Miller in January 2005. In November 2004, the CQI review contract that funds 5 CQI specialists was awarded to The Management Group. Three CQI specialists were hired in January 2005 and two CQI specialists were hired in February 2005.

3/05: Q.2 – DCFS and TMG have developed a work plan to conduct the limited case reviews in May and June 2005.

3/05: Q.3 – A CQI committee of the PEP Implementation team has been formed, with 4 workgroups to address selection and preparation of counties for CQI reviews, training for reviewers including the limited case reviews, developing the CQI review protocol, and use of eWiSACWIS data for the CQI process.

3/05: Q.4 – The BMCW comprehensive review was conducted in December 2004 and January 2005. Data will be evaluated for PEP purposes after the BMCW report is completed in February 2005.

6/05: Q.3 - The CQI committee first met on February 3, 2005, and invited Peter Watson, Director of the National Resource Center for Organizational Improvement, to share what other states were doing in Quality Assurance.

6/05: Q.3 - Paul Vincent, Director of the Alabama-based Child Welfare Policy and Practice Group made a presentation on the Quality Services Review (QSR) protocol to the CQI Committee at the March 2, 2005 meeting.

6/05: Q.4 - The BMCW completed its Comprehensive Review for CY 2004 in January 2005 and issued an Executive Summary dated March 8, 2005.

9/05: Q.2 – Limited Case Reviews were complete in Dodge, Jackson and Dane County (Cross Plains office)

9/05: Q.3 – CQI team completed QSR review of La Crosse County. Statewide CQI committee voted unanimously to adopt QSR as child welfare case review protocol for the case review process for county child welfare agencies. QSR design team met on July 19-21 2005 and August 24, 2005 to adapt instrument to Wisconsin needs.

9/05: Q.4-Q.5 – Benchmarks for Q.2 through Q.5 are reordered so that Q.2 concentrates on development of the case review process, Q.4 on integration of statewide and Milwaukee processes and Q.5 on peer reviewer recruitment.

12/05: Q.3 – QSR design team met on August 24, 2005 to finalize “Wisconsinized” version. First pilot of revised version occurred in Pierce County on September 12-16, 2005. Second pilot in Washington County on September 26-30, 2005. Numbered Memo issued on September 14, 2005 outlining the development and implementation of CQI program and requesting volunteers to assist in process.

12/05: Q.4 – Review activities for BMCW began in September 05 and will be completed in December 05. Discussions with OPEP and BMCW resulting in modification of case review instrument to record specific data elements on the cases reviewed. Due to discussions, Benchmark Dates modified.

12/05: Q.5 – Two trainings held in October. 15 trainees each session.

Outcome/Systemic Factor:	Staff and Provider Training	
Performance Item: 32 33	Initial staff training Ongoing staff training	
PEP Strategy:	3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 6) Improve the quality and usefulness of information needed to evaluate the safety, permanence and well being of children.	
Performance Goal:	Year 1: N/A – Systemic Factor.	Year 2: N/A – Systemic Factor.
Measurement Method:	Child Welfare Training Partnership data will be used to identify the extent that child welfare staff are completing foundation, ongoing and supervisor training under the current voluntary approach to training. The Training Partnership data will be used to set both baseline performance levels and for quarterly progress reports. Information collected will include an identification of caseworkers who attended classes and dates of attendance that will be compared to the total number of child welfare staff in the training region. No baseline will be established for pre-service training as it is currently not provided.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
R. Expand the frequency, accessibility and application value of child welfare training in Wisconsin.	<u>Staff Training</u>	BPP & Child Welfare Training Council (Training Council)	Q1
	R.1.a DCFS will create a committee to establish minimum requirements for pre-service, foundation, ongoing and supervisor training.		
	R.1.b The Committee will: 1) Review training requirements from other states. 2) Identify critical training needed per child welfare job tasks. 3) Explore options for on-the-job and distance learning training. 4) Explore options for training exemption or "grandfathering" criteria. 5) Recommend minimum requirements and exemption criteria to Child Welfare Training Council	BPP & Committee	Q2
			Q3
			Q3
			Q3
			Q4
	R.1.c DCFS will promulgate a training administrative rule. 1) Complete draft of training rule for review by OLC. 2) Circulate the draft to Counties, BMCW, Tribes, and other constituents and solicit comments. Make revisions with the Training Council. 3) Conduct public hearings.	BPP BPP & Training Council BPP & Training Council BPP	Q4 Q5 Q6

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
R. (Cont.)	R.1.c 4) Issue final rule and communicate to all appropriate parties.	BPP & Training Partnerships	Q7
	<u>Social Work Curriculum</u> R.2. DCFS and the Training Council will create an ad hoc committee to meet with Schools of Social Work to establish a match between current academic curriculum and Training Partnership foundation training to further refine equivalencies and/or exemption criteria.	BPP, Training Council & Social Work Schools	Q6
	<u>WiSACWIS Training</u> R.3.a Establish a workgroup consisting of BPP, Counties, BMCW, OPEP, Tribes, Training Partnerships and WiSACWIS Project Team to identify and define ongoing training needs related to the automated system.	BPP & Workgroup Partners	Q4
	R.3.c Develop ongoing WiSACWIS training courses and integrate system training with case practice training.	DCFS & Training Partnerships	Q4 and ongoing
	<u>Training Capacity</u> R.4.a DCFS will develop additional options for County and Tribal access to child welfare training, including use of technology and supplemental training providers to meet pre-service, foundation and ongoing requirements for staff and supervisors.	DCFS, Training Partnerships & State Training Council	Q3 and ongoing
	R.4.b Expand the capacity of the child welfare training system to provide sufficient training to meet minimum requirements	DCFS & Training Partnerships	Q3 and ongoing

R. (Cont.)

Notes – Action Step R:

10/04: DCFS will use the National Resource Center for Organizational Improvement to enhance the training system capacity.

10/04: The expansion of the statewide training system will better support child welfare caseworkers and supervisors in assessing and meeting the needs of children and families. See the PEP Narrative for additional description of training activities.

3/05: The Ad-Hoc Committee on Child welfare Staff Development requirements was formed by the State training Council in September 2004 and began meeting in November 2004. The Committee is identifying essential information a child welfare worker needs for pre-service training.

6/05: R.1- In February 2005, the committee continued work on identifying the list of pre-service knowledge areas for child welfare workers in the job functions of Access, Initial Assessment and Ongoing Child Welfare Services.

6/05: R.1 - In April 2005, the Ad-Hoc Committee met again to begin developing recommendations for pre-service and in-service training requirements for workers and supervisors.

6/05: R.4 - A statewide curriculum coordinator was hired in March 2005 through Adoption Resources of Wisconsin to support the development of new trainings and help move projects effectively through the development and revision process.

9/05: R.1 – Recommendations for supervisory foundation and ongoing training requirements were sent back by training Council to the ad hoc committee for further review and clarification before next Training Council meeting in September 2005.

9/05: R.3 – State Child Welfare Training Council voted to establish an eWiSACWIS training ad hoc committee. Members of the eWiSACWIS training project have been working to help integrate eWiSACWIS considerations into pre-service training modules.

9/05: R.4 – DCFS contracted with Department of Information and Technology at UW-Madison for Distance Learning.

12/05: R.1 State Child Welfare Training Council approved recommendations for pre-service and in-service training requirements for child welfare workers as well as training recommendations for supervisors.

12/05 R.3.a – Established workgroup to identify and define ongoing training needs related to the automated system. Benchmark date modified to Q4.

Outcome/Systemic Factor:	Safety Outcomes 1 & 2 , Permanency Outcomes 1 & 2 and Well Being Outcome 1	
Performance Item:	This Action Step applies to multiple CFSR performance Items, including timeliness of initiating investigations; recurrence of maltreatment; services to protect children in home and prevent removal; permanency planning and permanency goal achievement, visiting with parents and siblings; preserving connections; relationship of child with parent; needs and services of child, family and foster parents; child and family involvement in case planning; and worker visits with parents.	
PEP Strategy:	3) Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 4) Assure that the expectations of families and the actions of child welfare professionals are guided by clear and comprehensive policies and standards of practice. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.	
Performance Goal:	Year 1: See PEP narrative.	Year 2: See PEP narrative.
Measurement Method:	This Action Step is to support the implementation of other Action Steps in the PEP. The impact of this Action Step will not be measured directly. The impact on CFSR performance items will be measured under other Action Steps. The quarterly progress reports will provide information on implementation of this Action Step.	

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
S. To ensure safety and permanence for children and to increase consistency in child welfare practice, enhance the capacity of BPP to do research, develop policy and provide technical assistance for both systemic and case-specific issues.	S.1.a Recruit for additional policy positions in BPP to develop policy/procedure and provide technical assistance.	BPP	Q1
	S.1.b Orient and train new staff.	BPP	Q2
	S.1.c Use new staff for PEP-related projects.	BPP	Q3 and ongoing

Notes – Action Step S:

10/04: As of the end of September 2004, the positions have been reallocated, reclassified, job announcements made, and applications received for the positions. The applications have been screened to produce lists of qualified candidates. It is anticipated that interviews with candidates will occur in mid-October and new employees will be hired by early November. Orientation and training for the new staff will begin in November. The new staff will be trained on all applicable federal and state laws and regulations and all policies related to the provision of child welfare services in Wisconsin.

3/05: S.1 – In January 2005, Kim Eithun was hired to lead policy development related to CPS Intake and Initial Assessment while Nicole Grice will lead policy development related to CPS Ongoing Services. In February 2005, Tracey Theise-Hover was hired for the Child Welfare Case Practice Review Consultant position. The new staff will receive orientation and attend child welfare training.

6/05: Throughout Quarter 2, new Bureau of Programs and Policies (BPP) policy staff and CQI specialists participated in orientation conducted by BPP and other DCFS staff regarding statewide child welfare policies and procedures.

Outcome/Systemic Factor:	Service Array
Performance Item: 35	The State has in place an array of services that address the needs of families to allow children to remain safely at home and achieve permanency for children in out-of-home care.
36	The services under Item 35 are accessible to families and children in all political jurisdictions in the State.
PEP Strategy:	Help families strengthen their capacity to provide a safe and nurturing environment for their children. Improve Wisconsin's capacity to provide quality foster care to children when they cannot be safe at home. Strengthen and diversify the child welfare workforce and build our capacity to serve families and keep children safe. 5) Collaborate with agencies and systems to improve family access to services that ensure children are safe and healthy.
Performance Goal:	Year 1: See PEP narrative. Year 2: See PEP narrative.
Measurement Method:	A written statement describing core CPS services will be developed. Caseloads will be determined through examination of WiSACWIS, the use of Random Moment Time Study data, and a survey of all county agencies. Supervisor caseloads will be measured through a survey of all county agencies. The availability of and accessibility to services will be evaluated through studying information maintained by the Divisions of Disability and Elderly Services, Children and Family Services, Public Health, and Health Care Financing. In addition, a survey of county agencies and clients will be conducted.

COMMENTS:

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
T. Assess the capacity of the Wisconsin child welfare system to respond effectively to the safety and permanency needs of children.	<u>Service Array Survey</u>		
	T.1.a Identify core CPS services necessary to ensure safety and achieve permanency.		
	1) Create a workgroup comprised of state, county, and court staff to develop a survey instrument.	OPEP, BPP and DSCO	Q4
	2) Conduct survey of the safety and permanency services available by county to identify gaps in service availability and barriers to accessing services.	OPEP and DHFS Evaluation Staff	Q5
	3) Analyze survey results to determine strengths and weaknesses of current service array.	OPEP and BPP	Q5
	4) Evaluate the availability and accessibility of services for children and their caregivers that address the underlying contributors to child abuse and neglect (e.g., substance abuse, physical and mental health, domestic violence, etc.).	BPP and DSCO	Begin Q4, continue into Q5
	T.1.b Use survey results to collaborate with Counties, Tribes, and service providers to develop strategies to fill gaps in service and improve accessibility.	BPP	Q5 and ongoing

Action Steps	Benchmark Tasks	Responsible Party/Parties	Benchmark Achievement Dates
T. (Cont.)	T.1.b 1) Work with other DHFS units (DHCF and BMHSAS) and other state agencies to improve services. 2) Develop recommendations to target state resources to improve services.	BPP	Q5 and ongoing
	<u>Workload Management</u> T.2.a 1) Develop workgroup comprised of state and county staff to develop staff workload assessment tool. 2) Evaluate the workload of child protective services staff, including worker caseload ratios.	OPEP & BPP OPEP & workgroup partners	Q5 Q6
	T.2.b 1) Develop workgroup comprised of state and county staff to develop supervisor workload assessment tool. 2) Evaluate the workload of child protective services supervisors, including caseworker to supervisor ratios.	OPEP & BPP OPEP & workgroup partners	Q5 Q6
	T.2.c Develop methodology and necessary reports to determine staffing and caseload ratios.	OPEP & WiSACWIS Project Team with Counties	Q6 and ongoing

Notes – Action Step T:

10/04: For service array items 35 and 36, PEP Action Steps J and K address service planning and individualized service to families and caregivers and Action Steps L and M are examples of steps that will be taken to improve the overall availability and accessibility of services. See the PEP Narrative for more information on Service Array.

10/04: Action Steps J, L and M also are related to Service Array.

3/05: OPEP has lead responsibility for Benchmark T.1. The survey will be conducted in Q4.

3/05: OPEP has lead responsibility for Benchmark T.2. The analysis will be conducted in Q6.

9/05: T.1 – The workgroup to establish the survey will be established in Q4 and the analysis of the survey results will continue into Q5.

12/05: T.1 – Workgroup established and met in November 2005. Survey and analysis will be completed by counties in Q5. Benchmark date modified.